Discipline Code: ESNT12118  
Semester: 2nd Semester  
Hours: 48 hours  
Credits: 04  
Teacher: Marcelo Francini Girão Barroso  

Course objectives and audience  
Empower the master candidates to apprehend organisational problems and the typical managerial solutions proposed after them, thus improving their understanding and potential impact as agents of management control.

Summary  
Complementary discussion about management control practice, regarding innovative research developments throughout diverse theoretical and methodological approaches. More specifically, topics on management control research and practice shall be studied in order to develop a better understanding about organisational problems and typical managerial solutions. More than theorisaton upon management control though, there might be deeper understanding about management control practice and its impact on organisational dynamic and performance.

Syllabus  
- management accounting techniques:  
  - (1) cost accounting / costing techniques; standard costing;  
  - (2) budgeting / behavioural aspects of budgeting; variance analyses;  
- management control:  
  - (3) performance measurement / performance management; financial and non-financial performance measures; (4) performance in divisionalised businesses; external influence on performance;  
- decision making and financial management:  
  - (5) decision making regarding scarce resources, pricing, make-or-buy alternatives;  
  - investment decisions: (6) investment / management of working capital; (7) appraisal of long-term investments;  
  - financing decisions: (8) sources of business finance / dividend policy / internal sources; cost of capital / valuation of business and financial assets; risk and uncertainty.

Reference  
(1) cost accounting / costing techniques; standard cost; target cost:  
(2) budgeting / behavioural aspects of budgeting; variance analyses:

(3) performance measurement / performance management; financial and non-financial performance measures:


(4) performance in divisionalised businesses; external influence on performance:


(5) decision making regarding scarce resources, pricing, make-or-buy alternatives:

(6) investment / management of working capital:

(7) appraisal of long-term investments:

(8) sources of business finance / dividend policy / internal sources: